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**INTERAGENCY FIRE PROGRAM MANAGEMENT  
QUALIFICATIONS STANDARDS AND GUIDE**

**COMPETENCY RECORD FOR**



**UNIT FIRE PROGRAM MANAGER  
LOW, MODERATE, HIGH COMPLEXITY**

<b>COMPETENCY RECORD ASSIGNED TO:</b>
(Individual's Name, Duty Station and Phone Number)
<b>COMPETENCY RECORD INITIATED BY:</b>
(Official's Name, Title, Duty Station and Phone Number)
Location and Date Competency Record was Initiated

**This competency record contains both common and position-specific competencies for the identified position. Employees will have three (3) years from the date Minimum Qualification Standards are met to meet these competencies.**

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**EVALUATOR RECORD**

#	Name	Title	Office/Unit	Phone
1				
2				
3				
4				
5				

**CERTIFICATION RECORD**

Do not complete this section until the employee has met all the competencies for their position.

I certify that \_\_\_\_\_ has met all the competencies for this position.

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**Certifying Official's Signature and Date**  
**(Unit Fire Program Manager or Agency Administrator)**

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**Certifying Official's Name, Title, Office/Unit, and Phone Number**

**INCIDENT QUALIFICATIONS AND CERTIFICATION SYSTEM (IQCS)**

This competency record was entered into IQCS on: \_\_\_\_\_ by \_\_\_\_\_

## **INTERAGENCY FIRE PROGRAM MANAGEMENT QUALIFICATIONS STANDARDS AND GUIDE COMPETENCY RECORD**

All employees working in one of the 14 Key Fire Program Management Positions identified in the Interagency Fire Program Management Qualifications Standards and Guide (IFPM Standard) must meet the **common** and **position-specific** competencies for their position.

Employees can obtain the common competencies through personal education and experiences, through agency orientation and mission renewal programs, and through interaction with peers, teams, and supervisors. Position-specific competencies can be obtained through a variety of mechanisms including but not limited to; training, on-the-job experience, details, special assignments, and mentoring.

The common competencies are intended to supplement the position-specific competencies. This task book contains both common and position-specific competencies for the identified position.

**Employees will have three (3) years from the date Minimum Qualification Standards are met to meet these competencies. Use of this competency tracking tool is not required but use will provide documentation for the employee and supervisor in tracking competency attainment.**

### **RESPONSIBILITIES**

The **Supervisor** is responsible for:

- Understanding the Interagency Fire Program Management Qualifications Standards and Guide.
- Initiating the position competency taskbook.
- Explaining to the employee the purpose and process of the competency taskbook as well as the employee's responsibilities.
- Incorporating competencies into the employees Individual Development Plan (IDP).
- Tracking progress of the employee.
- Confirming competency taskbook completion.
- Entry of position competency attainment in Incident Qualifications and Certification System (IQCS).
- Distribution of IFPM completion report to human resources and employee.

The **Employee** is responsible for:

- Reviewing and understanding the instructions in the competency taskbook.
- Identifying current and future career goals with their supervisor.
- Completion of all competencies for their position within three years.

The **Evaluator** is responsible for:

- Understanding of the Interagency Fire Program Management Qualifications Standards and Guide.
- Ensuring they are fully proficient in the competencies they are evaluating.

## COMPETENCIES

Competencies constitute the requisite knowledge, skills and abilities which, when acquired, allow a person to perform a task or function at a defined level of proficiency.

### EXPERTISE LEVELS DEFINITIONS

Competencies are described in terms of three “Expertise Levels” (working, journey, and expert). The appropriate level of expertise for that particular competency is indicated under the relevant level of program complexity. If there is no associated complexity level for a particular position, the expert level is recommended for each of the competencies.

"Program Complexity Levels" refers to those determined from the complexity analysis process. Some positions do not vary in the expertise levels of competencies, regardless of the complexity of the program to which they are assigned. Others have only a minimum level of competency expertise defined, recognizing that there is too wide a variety of programs within and between agencies to define all situations. The remainder, have either two or three levels of competency expertise, based on their unit's program complexity.

**WORKING – W:** The minimum level of experience and/or training that it takes to produce work of acceptable quality.

**JOURNEY – J:** Has sufficient experience to be considered a seasoned employee. Is skilled in performing the more difficult tasks related to the function. Has received advanced training in the function.

**EXPERT – E:** Reflects the quality of experience and/or training needed to perform the most challenging aspects of the position.

### Example of Expertise and Complexity Levels

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of processes and sources of training.	W	J	J						

In this example, a “W” Working level of expertise is required in a Low complexity fire program; a “J” Journey level of expertise is required in both Moderate and High complexity fire programs.

The “Competency Descriptors” may be used in a variety of ways:

- Constructing employee Individual Development Plans (IDPs)
- Evaluating employee performance, supplementing the “Standard Key Performance Elements”

More information on competencies can be found in the IFPM Standard or on-line at: <http://ifpm.nifc.gov>

## **POSITION-SPECIFIC COMPETENCY DESCRIPTORS FOR UNIT FIRE PROGRAM MANAGER**

### **Unit Fire Program Manager Position Descriptor**

A Unit Fire Program Manager is one who applies fire management unit principles and practices for the protection and enhancement of the wildland environment. A unit fire program manager integrates fire-related environmental, social, political, economic and technological information into land management activities to meet desired unit objectives. The manager initiates most actions based upon his/her experience in and knowledge of the functional responsibilities. The supervisor provides direction for individual and unit assignments in terms of broad mission objectives concerning major policies and administrative matters.

#### **I. Program Management**

##### Description

This element identifies the knowledge, skills and abilities required for providing leadership and coordination in all facets of the fire management program, including policy compliance, budget oversight and development, personnel management, interagency relations, and monitoring and evaluation of mission accomplishments.

##### Outline

**A. Develop, implement and evaluate programs in support of mission accomplishments, and implement corrective actions.**

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of the Office of Personnel Management’s Executive Core Qualifications (ECQ 1-5) and associated Leadership Competencies, including “Leading Change,” “Leading People,” Results Driven,” Business Acumen,” and “Building Coalitions/Communications.”	W	W	W						
Knowledge of natural resource management concepts, principles, and practices applicable to the full range of duties associated with fire management.	J	J	E						
Knowledge of the integration of related fields, such as: forestry, range, recreation, wildlife, soil, air and water.	J	J	J						

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of smoke management regulations, including EPA, state, tribal, local, and agency specific.	J	J	J						
Knowledge of fire protection, fuels management and fire use techniques, methods and procedures.	J	J	E						
Knowledge of fire-related computer application programs, existing fire research information databases, and applications.	J	J	J						
Knowledge of program monitoring and evaluation processes and procedures.	J	J	E						
Knowledge of reporting requirements and procedures.	J	J	J						
Knowledge of fire effects as they relate to fuel modifications and prescribed fire.	J	J	J						

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Ability to identify and define fire-related management issues, resolve these issues with available research and make recommendations.	W	J	E						
Ability to predict and interpret ecological effects of fire or its absence on a landscape basis and anticipate social and political responses.	J	J	J						
Ability to apply sound fire management principles and practices.	J	J	E						
Ability to apply corrective actions to increase efficiencies and effectiveness.	W	J	E						
Ability to monitor and evaluate prescribed fire/fuels management program elements and determine their effectiveness in meeting program goals and objectives.	J	J	J						

**B. Develop, implement and evaluate fire management budgets.**

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of agency financial management system, contracting, procurement and payroll.	J	J	J						
Skill in developing, implementing and monitoring unit fire management budget.	W	J	E						
Ability to develop severity requests.	W	J	E						

**C. Supervise and develop employees.**

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of processes and sources of training.	J	J	J						
Knowledge of agency and interagency qualifications and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	J	J	E						

**D. Develop and maintain agency and interagency partnerships.**

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of cooperating agencies' missions, organizations and operating procedures.	W	J	J						
Knowledge of national cooperative programs such as Cooperative Forest Fire Protection and Federal Excess Property Procurement.	W	J	J						
Knowledge of organization and function of interagency fire organizations, such as the National Wildfire Coordinating Group, National Multi-agency Coordinating Group, geographic area coordinating groups, and state, tribal, and local groups.	W	J	J						
Knowledge of tribal self-determination (contracts) and self-governance (compacts).	W	W	W						

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Skill in developing Cooperative Agreements, Memoranda of Understanding and Memoranda of Agreement.	J	J	E						
Ability to interact as a member of external and internal teams.	J	J	E						

**E. Identify research needs and apply new technologies.**

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Ability to apply technology in fire management activities.	W	J	J						
Ability to identify and clarify issues and develop research recommendations if needed.	W	J	J						

**F. Communicate program processes, goals, and implementation procedures to a variety of audiences.**

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of media needs and procedures as related to fire program management.	W	J	J						
Ability to effectively interact with the public and media.	W	J	J						
Ability to articulate programs in understandable terms.	W	J	J						

**II. Program Planning**

Description

This element identifies the knowledge, skills and abilities required for overall land and fire management planning processes and leading or participating as an interdisciplinary team member in the development of:

- Unit-level land management plan
- Unit-level fire management plan
- Annual Operating Plan - these plans could include prevention, public and media contacts, preparedness, emergency equipment rental agreements, mobilization, Memoranda of Understanding and Cooperative Agreements, etc.
- Project plans - these plans could include prescribed fire and appropriate management response fire plans, other fuels modification plans, project level aviation plans, etc.

Outline

**A. Initiate and participate in agency and interagency interdisciplinary planning processes.**

	Program Complexity			Working Level		Journey Level		Expert Level	
Competencies	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Ability to participate at the appropriate level in the interdisciplinary planning processes.	W	J	E						

**B. Develop plans compliant with environmental laws, regulations and policies.**

	Program Complexity			Working Level		Journey Level		Expert Level	
Competencies	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of environmental laws, regulations, and policies including the National Environmental Policy Act.	W	J	J						

**C. Develop plans compliant with agency enabling legislation, regulations and policies.**

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of agency policies sufficient to participate in the development of land use plans and operational plans.	J	J	E						

**D. Prepare and review plans, and/or plan components, and integrate into overall unit and interagency plans including, but not limited to:**

1. Fire management plans
2. Annual Operating Plans
3. Preparedness fire plans
4. Prescribed fire plans
5. Aviation plans
6. Training plans
7. Safety plans
8. Prevention plans
9. Pre-attack plans
10. Individual project plans
11. Burned Area Emergency Rehabilitation (BAER) plans
12. Mobilization plans

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of components of required plans under area of responsibility.	J	J	E						
Skill in developing the full range of appropriate management response strategies based on prescription criteria.	J	J	E						
Skill in developing fire behavior prescriptions to meet objectives established in prescribed fire plans.	J	J	J						
Ability to prepare operational plans.	J	J	E						

**E. Conduct fuels and prescribed fire planning and analysis.**

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of fuels management and prescribed fire policies, practices and procedures.	J	J	J						
Knowledge of fire weather, fire behavior and fire danger.	J	J	J						

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of fire suppression/prescribed fire tools and equipment.	J	J	J						
Skill in developing and analyzing fuels and prescribed fire plans.	J	J	E						
Ability to ensure that all reports and records are properly completed and maintained.	J	J	E						

**F. Conduct smoke management planning and analysis.**

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of particulate samplers.	W	W	W						
Knowledge of various smoke management regulations including federal, state, tribal, local, and agency specific.	J	J	J						
Skill in using smoke emission models.	W	J	J						
Ability to relate weather and fire behavior to expected smoke conditions.	J	J	J						

### III. Operations

#### Description

This element identifies the knowledge, skills and abilities required to implement operational program components to achieve land management objectives established for the area. Operational components include preparedness, wildland fire, prevention, fuels and prescribed fire, aviation, and rehabilitation.

#### Outline

#### A. Implement unit preparedness programs to include, but not limited to:

1. Detection
2. Readiness
3. Agreements
4. Fire danger/behavior predictions
5. Severity requests
6. Mobilization

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of aerial and land-based detection systems and technologies sufficient to implement a unit level detection program.	W	J	J						
Knowledge of current fire weather, fire danger and fire behavior prediction systems.	J	J	J						

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of pre-season agreements necessary to ensure adequate resources are available during periods of potential use.	J	J	J						
Knowledge of local, regional and national dispatch and coordination systems and procedures, including preparedness levels.	J	J	J						
Knowledge of local cache management and accountability procedures.	J	J	J						
Knowledge of agency and interagency mobilization policies, procedures and guidelines.	J	J	J						
Knowledge of the severity request requirements process.	J	J	J						
Ability to analyze fire occurrence.	J	J	J						
Ability to interpret and implement pre-season preparedness plans based on prediction outputs.	W	J	J						

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Ability to manage local dispatch operations in compliance with established procedures.	J	J	J						
Ability to interpret and implement staffing and preparedness plans, based on prediction outputs on a unit and interagency basis.	W	J	J						
Ability to implement pre-season preparedness activities as identified in annual operating plans.	J	J	E						
Ability to conduct readiness and safety inspections to assess unit's ability to conduct wildland fire management and prescribed fire activities, and initiate corrective actions.	W	J	J						
Ability to analyze critical factors and initiate timely severity requests.	W	J	E						

**B. Manage wildland fire response program components to include but not limited to:**

1. Strategy and tactics
2. Incident management
3. Emergency rehabilitation
4. Logistics/support
5. Priority setting and coordination
6. Reporting

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of the Incident Command System component of the National Interagency Incident Management System.	J	J	J						
Knowledge of wildland/urban interface fire suppression strategies and tactics.	W	J	J						
Knowledge of the full range of wildland fire appropriate management responses.	W	J	E						
Knowledge of fire suppression/prescribed fire tools and equipment.	J	J	J						

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of procedures used in providing direction to Incident Commanders including, but not limited to, development of incident objectives, Delegation of Authority, interaction, evaluation, and close-out/critique.	W	J	E						
Knowledge of agency emergency rehabilitation policies, procedures and techniques.	W	J	J						
Knowledge of fire behavior, strategy and tactics, resources, equipment and tools sufficient to safely, efficiently and effectively direct the management of wildland fires.	J	J	J						
Knowledge of agency and interagency mobilization and logistical support policies and procedures.	J	J	J						
Skill in developing Wildland Fire Situation Analyses (WFSAs).	W	J	E						

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Ability to ensure that all reports and records are properly completed and maintained.	J	J	J						
Ability to recognize changing conditions, develop alternative strategies and take appropriate action.	J	J	E						
Ability to implement the full range of appropriate management responses.	W	J	E						
Ability to set priorities between multiple incidents and allocate resources.	J	J	E						
Ability to ensure implementation of emergency rehabilitation measures, as appropriate.	W	J	J						
Ability to support the selected strategy of one or more incidents through transitions to higher or lower levels of management.	W	J	E						

**C. Manage prevention programs.**

	Program Complexity			Working Level		Journey Level		Expert Level	
Competencies	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of appropriate prevention program processes and procedures.	W	J	J						
Ability to implement mitigation measures to reduce risks identified in an approved fire prevention plan.	W	J	E						

**D. Manage fuels and prescribed fire programs including, but not limited to:**

1. Fuels Management Projects
2. Prescribed Fire Activities
3. Priority Setting/Coordination
4. Logistics/Support
5. Reporting

	Program Complexity			Working Level		Journey Level		Expert Level	
Competencies	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of the full range of mechanical fuel treatment.	W	J	J						

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of methods for the collection, storage, retrieval, and analysis of results from fire effects monitoring activities.	W	J	J						
Knowledge of fire behavior monitoring and documentation techniques.	W	W	W						
Knowledge of fire weather, fire behavior and fire danger.	J	J	J						
Knowledge of aerial and ground-based ignition methods and techniques.	J	J	J						
Knowledge of prescribed fire computer programs including Geographic Information Systems, Global Positioning Systems, PCFiredat, PCSeason, Firefamily, RERAP, BEHAVE, smoke modeling systems, etc.	J	J	J						
Knowledge of service contracts.	W	J	J						
Skill in implementing fuels modification and prescribed fire plans.	W	J	J						

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Skill in setting priorities and allocating resources involving multiple projects.	W	J	E						
Skill in performing as Prescribed Fire Burn Boss as defined by NWCG.	J	J	J						
Skill in preparing and administering service contracts, for instance, mechanical hazard fuel reduction or other methods of fuel reduction other than mechanical.	W	J	J						
Skill in coordinating required logistical support to one or more concurrent projects.	J	J	J						

**E. Monitor and analyze fuels, smoke and fire effects data and effectiveness of projects.**

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of fire effects as related to fuel manipulation and prescribed fire.	W	J	J						

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Skill in analyzing data to ensure that prescribed fire and fuels manipulation projects meet unit management objectives.	J	J	J						
Skill in implementing a smoke management program that complies with federal, state, tribal, local and agency laws, regulations and policies.	W	J	J						

**F. Manage unit fire aviation programs or operations as appropriate including, but not limited to:**

1. Tactical application of aircraft
2. Aviation safety management
3. Administration

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of capabilities, limitations and approved safety standards and operating procedures of commonly used fixed and rotary-wing aircraft.	J	J	J						

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge of aviation administration requirements and procedures.	W	J	J						
Knowledge of aircraft and pilot certification standards.	W	J	J						
Skill in obtaining compliance with established personnel safety requirements, such as training, personal protective equipment, determination of payloads, manifesting, flight following, crash/rescue response.	J	J	J						
Ability to ensure management of aircraft utilized in unit's fire operations is conducted in a safe and efficient manner, following established standards.	J	J	E						

#### **IV. Safety and Welfare**

##### Description

This competency identifies the knowledge, skills and abilities required to manage the environmental and workplace hazards of the wildland fire environment, and to provide leadership and direction to subordinates in the recognition and mitigation of these hazards using all applicable laws, policies and guidelines. Personal accountability and zero tolerance for unsafe acts are paramount.

##### Outline

- A. Conduct wildland and prescribed fire operations in accordance with safety-related laws, policies and guidelines, including:**
1. Occupational Safety and Health Act
  2. Applicable state safety regulations
  3. Department and agency policies and guidelines
  4. NWCG guidelines

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Knowledge and comprehension of the laws, policies and guidelines pertaining to safety such as the Code of Federal Regulations, national and agency policies and guidelines, Standard Firefighting Orders, Watch Out Situations, and other related fire safety guidelines, including Occupational Safety and Health Act and NWCG guidelines.	J	J	J						

**B. Conduct safety related education programs focusing on:**

1. Training
2. Certification

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Skill in the effective use of education and certification processes to achieve safety management objectives and ensure compliance.	J	J	J						

**C. Prepare or oversee preparation of hazard, risk, and trend analyses for:**

1. Wildland fire environment hazards including, but not limited to:
  - a. Fuels
  - b. Weather
  - c. Topography
2. Associated hazards including, but not limited to:
  - a. Aviation
  - b. Mechanized equipment
  - c. Hazardous materials

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Skill in conducting hazard, risk, and trend analyses.	W	J	J						

**D. Follow up on identified hazards and risks with appropriate mitigation actions.**

Competencies	Program Complexity			Working Level		Journey Level		Expert Level	
	L	M	H	Evaluator	How Obtained	Evaluator	How Obtained	Evaluator	How Obtained
Skill in recognizing and mitigating a variety of hazards encountered within the wildland fire environment and other work environments; e.g., aviation, mechanized equipment, and hazardous materials.	<b>J</b>	<b>J</b>	<b>J</b>						

## COMMON COMPETENCY DESCRIPTORS FOR UNIT FIRE PROGRAM MANAGER

### **I. Mission Comprehension**

#### Description

This competency requires background and understanding of the agency enabling legislation and its ramifications, and additional responsibilities that have historically evolved.

#### Outline

##### **A. Describe the agency's historical background and mission evolution.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of the agency's historical background and mission evolution.	<b>J</b>		
Knowledge of enabling legislation and other acts affecting agency's mission.	<b>J</b>		
Ability to describe the historical background of the agency.	<b>J</b>		
Ability to explain the purpose of the agency.	<b>J</b>		

**B. Identify relevant agency mandates.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of existing mandates and resolutions.	<b>J</b>		

**C. Define the purpose of limits within the agency.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of social, political and fiscal limits within the agency.	<b>J</b>		

**II. Agency Orientation**

Description

This competency requires a comprehension of the structure and organization of the agency's organizational levels; an understanding of the structure and organization of the Departments of Agriculture or Interior and its place in the federal government; and the development of an insight into an individual employee's role in the agency in particular, and in the federal government in general.

Outline

**A. Describe the structure and organization of the Department of Agriculture or Interior.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of the basics of government structure and function.	<b>J</b>		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of the structure and function of the Department of the Interior or the Department of Agriculture.	<b>J</b>		
Knowledge of applicable Code of Federal Regulations.	<b>J</b>		
Ability to describe the relationship of the agency to the Department of the Interior or the Department of Agriculture.	<b>J</b>		

**B. Describe the structure and the organization of the agency.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of how goals and strategies provide structured guidance towards accomplishing an agency's mission.	<b>W</b>		
Knowledge of agency organizational structures.	<b>J</b>		
Ability to define how the agency relates on an interagency basis.	<b>J</b>		

### III. Resource Stewardship

#### Description

This competency requires an understanding of the natural, cultural, and historical resources protected; the range in responsibilities in managing these resources in the context of fire management; the individual's role in resource stewardship; and the ability to work with partners outside the agency to promote resource stewardship.

#### Outline

##### A. Describe federal stewardship of natural resources.

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of federal legislation regarding resource management such as National Environmental Policy Act, Clean Air Act, Wilderness Act, Threatened and Endangered Species Act and the Natural Historical Preservation Act.	J		
Knowledge of environmental, technical, social consequences of proposed decisions and actions.	J		
Knowledge of public perceptions of the risks and the benefits of resource alternative strategies.	E		
Knowledge of the role of scientific knowledge and advanced technologies.	J		
Ability to learn current natural resources policy initiatives.	J		

**B. Identify resources protected by the agency and describe the responsibilities in managing these resources.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of natural, cultural, and historical resources managed by the agency.	<b>E</b>		
Knowledge of ecosystem management and the ecological response to the presence or absence of fire.	<b>E</b>		
Knowledge of the agency planning process and how it contributes to resource stewardship.	<b>J</b>		
Ability to articulate the agency stewardship function.	<b>J</b>		

**C. Define the sustainable practices philosophy.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of agency multiple use acts.	<b>J</b>		
Knowledge of related fields such as forestry, range, wildlife, botany, soils and water (hereafter referred to as resources).	<b>J</b>		
Knowledge of how different resources contribute to sustainable practices.	<b>W</b>		
Ability to describe how different resources interact.	<b>W</b>		

Competencies	Expertise Level	Evaluator	How Obtained
Ability to define sustainability in the context of overall resource management.	W		

**D. Define the employee's role in resource stewardship.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of agency's workforce resource priorities.	J		
Ability to explain the individual's role in supporting the agency's stewardship function.	J		
Ability to implement agency priorities within an individual's work assignments.	E		

**E. Recognize the positive purposes of interagency partnerships.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of fire management partnership benefits.	J		
Knowledge of cooperating agency's missions, organizations, and operating procedures.	J		
Knowledge of why the agency needs and interacts with partners to fulfill its resource stewardship role.	J		

Competencies	Expertise Level	Evaluator	How Obtained
Ability to participate in interagency workshops and other project processes.	E		
Ability to recognize the value of interagency fire management cooperation to meet fire management program goals.	E		

#### IV. Fundamental Values

##### Description

This competency focuses on the employee's ability to exhibit positive attitudes and behaviors to accomplish an assigned job and to contribute to the overall health of the organization. These attitudes and behaviors include teamwork; ethical behavior towards people and the organization; support of cultural diversity, accessibility, and fairness issues in the workplace; and an attitude towards safe behavior for one's self and for others.

The safety competency identifies an understanding of the environmental and workplace hazards of the wildland fire environment. It focuses on the employee's ability to provide leadership and direction in recognition and the mitigation of these hazards, using all applicable laws, policies and guidelines. Utilizing this approach, a passion for safety will be instilled with zero tolerance for unsafe acts. All employees will be personally accountable for safety.

##### Outline

#### A. Supervise and develop employees.

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of personnel hiring, pay, discipline, and termination procedures.	J		

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of methods and techniques of personal motivation, organization, supervision, and evaluation in order to emphasize accountability.	<b>J</b>		
Knowledge of the processes and sources of training.	<b>J</b>		
Skill in carrying out proper fiscal and accountable actions.	<b>E</b>		
Skill in practicing the commonly accepted individual values of performance, commitment, interdependence, authority, responsibility, accountability, choice, risk management, and excellence.	<b>J</b>		
Skill in applying the accepted principles of delegation.	<b>J</b>		
Ability to conduct oneself in an ethical manner.	<b>J</b>		
Ability to apply sound personnel management skills to include supervision, coaching, training, motivation, and evaluation.	<b>J</b>		
Ability to transmit high performance expectations and to follow up on personnel accomplishments.	<b>E</b>		
Ability to impart self-confidence and empowerment.	<b>E</b>		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Ability to initiate recommendations for change.	<b>E</b>		
Ability to assess personal attitudes towards others and one's employer.	<b>J</b>		
Ability to develop new insights into situations in order to improve the situation, increase efficiencies, or to mitigate safety problems.	<b>E</b>		
Ability to create effective standards and operating procedures for personnel safety.	<b>E</b>		

**B. Implement safe workplace practices.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of agency laws, policies, and guidelines such as NWCG's Standard Firefighting Orders and Watch Out Situations.	<b>E</b>		
Knowledge of wildland fire hazards.	<b>E</b>		
Knowledge of wildland fire safety practices and procedures.	<b>E</b>		
Knowledge of standard first aid procedures.	<b>J</b>		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of hazard and risk analysis requirements for such areas as human factors, fuels, weather, topography, aviation, mechanized equipment, and hazardous materials.	<b>E</b>		
Skill in using educational and certification processes to impart a passion for safety.	<b>J</b>		
Skill in applying basic first aid procedures	<b>J</b>		
Skill in using safety related education programs with the focus on training and performance certification.	<b>J</b>		
Ability to recognize and correct unsafe practices and conditions.	<b>E</b>		

**C. Identify workplace accessibility issues.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of Americans with Disabilities Act requirements.	<b>J</b>		
Ability to make reasonable accommodation for disabled persons.	<b>J</b>		

**D. Describe the guiding principles of time management.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge as to how time management affects one's personal well being and stress level.	<b>W</b>		
Knowledge of the impact of internal and external influences on available time and time choices.	<b>W</b>		
Ability to understand how individual factors of values, priorities, and goals affect time choices.	<b>W</b>		
Ability to define the difference between internal and external prime time.	<b>W</b>		
Ability to develop an effective time management strategy.	<b>J</b>		
Ability to monitor time spent and make adjustments as needed.	<b>J</b>		

**E. Describe the agency's management culture.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of the agency's values and philosophy.	<b>J</b>		
Knowledge of external influences on the agency's mission, budget, and operational procedures.	<b>J</b>		

Competencies	Expertise Level	Evaluator	How Obtained
Ability to define those elements of the management culture that have an effect on meeting one's job performance requirements.	<b>E</b>		

**F. Implement cultural diversity, equal opportunity and civil rights policies.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of appropriate act requirements to include the Equal Opportunity Act, Civil Rights Act, Age Discrimination in Employment Act, Rehabilitation Act, 29 CFR 1604.11(a) Sexual Harassment.	<b>J</b>		
Skill in carrying out supervisory and leadership responsibilities relevant to the workplace acts.	<b>J</b>		

**V. Leadership**

Description

This competency requires a comprehension of the basics of leadership.

Outline

**A. Demonstrate appropriate leadership skills to meet agency goals and safe operating procedures.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of acceptable leadership characteristics.	<b>E</b>		
Knowledge of delegation as a leadership and team building tool.	<b>E</b>		
Knowledge of management styles most appropriate to deal with internal and external controls.	<b>E</b>		
Knowledge of the steps of effective conflict resolution.	<b>E</b>		
Ability to function as an effective team member.	<b>E</b>		
Ability to recognize changing conditions, develop alternative strategies, and take appropriate action.	<b>E</b>		
Ability to be decisive in leadership roles.	<b>E</b>		
Ability to define one's leadership style.	<b>J</b>		
Ability to adjust one's leadership style to meet the agency mission.	<b>E</b>		
Ability to describe how the development levels of followers affect one's leadership style.	<b>J</b>		

Competencies	Expertise Level	Evaluator	How Obtained
Ability to understand and apply the basic styles of conflict resolution such as avoiding, accommodating, compromising, competing, and collaborating.	E		

## VI. Problem Solving Skills

### Description

This competency deals with the ability to analyze, build consensus, make decisions, and practice innovation in various aspects of the job.

### Outline

#### A. Analyze a situation, determine alternative solutions, and recommend a course of action.

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of assessment skills.	E		
Knowledge of how a situation deviates from the norm or a standard.	E		
Knowledge of factors contributing to a problem.	E		
Skill in distinguishing between relevant and irrelevant information and making logical judgments	J		
Skill in collecting, grouping contributing factors.	J		

Competencies	Expertise Level	Evaluator	How Obtained
Ability to use sound reasoning to arrive at a conclusion.	E		
Ability to narrow the problem area.	J		

**B. Make sound and well-informed decisions.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of organizational goals and objectives.	E		
Knowledge of organizational policies and guidelines.	E		
Skill in identifying the impact and implications of decisions.	E		
Ability to quantify costs of decisions.	E		
Ability to describe the rationale for a decision.	J		

**C. Identify and mitigate stressful influences.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of stress indicators.	E		
Skill in recognizing the impacts of stress on the functions of supervision and leadership.	J		
Skill in mitigating stressful situations.	E		
Ability to minimize negative personal impacts.	J		

**D. Utilize facilitation skills to resolve problems and promote consensus.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of group processes.	<b>E</b>		
Knowledge of the five basic styles of conflict resolution.	<b>W</b>		
Skill in building group consensus to meet objectives through give and take.	<b>E</b>		
Ability to foster commitment.	<b>E</b>		
Ability to negotiate to find mutually acceptable solutions.	<b>E</b>		
Ability to encourage and receive cooperation.	<b>E</b>		
Ability to gain cooperation from others to obtain information and accomplish goals.	<b>E</b>		

**VII. Communication Skills**

Description

This competency relates to the ability to communicate effectively with the public and employees in writing and speech; to work as an effective team member; to use interpersonal skills to become an effective employee; and to exhibit basic computer capabilities.

Outline

**A. Communicate effectively.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of effective listening, speaking, and writing skills.	<b>E</b>		
Knowledge of the characteristics of effective written communications.	<b>J</b>		
Knowledge of communication methods used by the supervisor.	<b>J</b>		
Knowledge of how a team communicates to accomplish a common goal.	<b>J</b>		
Knowledge of basic computer keyboard requirements.	<b>J</b>		
Knowledge of computer data entry and retrieval.	<b>J</b>		
Skill in writing basic letters and reports and filling out basic forms for routine agency operations.	<b>J</b>		
Ability to identify the types of non-verbal communication methods.	<b>W</b>		
Ability to express facts and ideas in writing in a succinct and organized manner.	<b>E</b>		
Ability to define the speaker, listener, and observer tasks in communications.	<b>J</b>		
Ability to facilitate an open exchange of information.	<b>E</b>		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Ability to identify the conditions necessary for accurate and effective communications.	<b>J</b>		
Ability to consider and respond appropriately to the needs, feelings, and capabilities of others, and adjust communication approaches to suit different people and situations.	<b>J</b>		
Ability to perform computer technological skills such as word processing, electronic mail, and Internet processes.	<b>J</b>		
Ability to explain agency programs and procedures in understandable terms to individuals and groups.	<b>E</b>		

### **VIII. Personal Development and Planning**

#### Description

This competency considers an individual being able to work with subordinates or a supervisor. It considers an agency's plan for charting a course of action for developing an individual.

#### Outline

**A. Meet agency physical and mental fitness requirements.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of National Wildfire Coordinating Group and agency requirements.	<b>J</b>		
Ability to utilize a physical training program to enhance physical and mental fitness.	<b>E</b>		
Ability to perform duties under stressful and adverse operating conditions, such as long work hours, heavy workloads, emergency situations, adverse working and environmental conditions.	<b>J</b>		
Ability to recognize fitness potential in subordinates and provide opportunities to achieve this potential.	<b>J</b>		

**B. Set individual career goals and implement self-directed course of action.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of career development strategies.	<b>J</b>		
Knowledge of self-direction capabilities.	<b>J</b>		
Knowledge of agency and interagency opportunities and requirements for potential advancement.	<b>J</b>		
Skill in demonstrating a belief in one's own abilities and ideas.	<b>J</b>		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Ability to set personal goals for career development and implement actions to obtain them.	<b>J</b>		
Ability to use a performance appraisal to assess one's performance strengths and weaknesses to lead toward improvement.	<b>J</b>		
Ability to develop self-motivation.	<b>J</b>		
Ability to seek feedback from others and opportunities for self-learning and development.	<b>J</b>		
Ability to perform a personal role assessment, which would lead to monitoring behavior patterns associated with the functions performed.	<b>J</b>		

## **IX. Agency Operations**

### Description

This competency requires a comprehension of the basic operations of an agency, especially at the local level; and how these operations interact to fulfill the missions, planning and budgetary processes and agency purpose.

### Outline

**A. Apply basic principles of appropriation law.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of appropriation law relevant to supervisory and leadership roles.	<b>J</b>		
Knowledge of the aspects of appropriation law pertinent to the expenditure of funds and relative to the agency mission.	<b>J</b>		
Knowledge of agency fiscal regulations.	<b>E</b>		
Ability to describe the budget authority relevant to supervisory and leadership roles.	<b>J</b>		
Ability to describe the purpose of an obligation.	<b>J</b>		

**B. Implement and evaluate financial activities.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of agency financial regulations, policies and guidelines.	<b>J</b>		
Knowledge of interagency fire business management practices and procedures.	<b>E</b>		
Knowledge of required fiscal documentation.	<b>J</b>		
Ability to apply appropriate fiscal procedures.	<b>J</b>		

**C. Apply appropriate technology.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of existing fire information databases and software applications.	<b>J</b>		
Knowledge of current technology and the impact of technological changes on the organization.	<b>J</b>		
Ability to apply technologies on the job.	<b>E</b>		
Ability to identify various sources available that enable supervisors to keep current on technological advances.	<b>J</b>		
Ability to describe one's role in information and technological exchange.	<b>J</b>		

**D. Develop and maintain agency and interagency operations.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of the various aspects of local unit interactions and how they work together to accomplish the agency and local unit missions.	<b>E</b>		
Knowledge of the external agency operations.	<b>J</b>		
Knowledge of the customer consultation process.	<b>J</b>		

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of agency Cooperative Agreements, Memorandums of Understanding.	<b>E</b>		
Knowledge of the organization and the function of cooperative interagency fire organizations such as NWCG, NICC, GACC, state, tribal, and local organizations.	<b>J</b>		
Ability to provide input into cooperative agreements, MOUs, and MOAs.	<b>E</b>		
Ability to participate at the appropriate level in interagency workshop operations and seminars.	<b>J</b>		

**E. Initiate and participate in agency and interagency interdisciplinary planning processes.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of what constitutes a correctly written objective.	<b>J</b>		
Knowledge of how goals and strategies provide structured guidance in accomplishing an agency's mission.	<b>J</b>		
Knowledge of agency's priorities.	<b>E</b>		
Knowledge of how an agency's planning system causes a timely reconsideration of priorities.	<b>E</b>		

Competencies	Expertise Level	Evaluator	How Obtained
Skill in providing input into objective writing.	J		
Skill in restructuring priorities to meet goals or objectives.	E		
Ability to review portions of plans and provide input.	E		

**F. Utilize agency qualifications and certification procedures.**

Competencies	Expertise Level	Evaluator	How Obtained
Knowledge of agency and interagency qualification and certification standards and procedures adopted by the National Wildfire Coordinating Group (NWCG).	E		
Knowledge of position task book requirements.	J		
Ability to maintain position qualification.	J		

**X. Program/Project Progress Monitoring and Evaluation**

Description

These competencies are related in terms of adjusting program operations in a timely manner. Progress is directed to carrying out quantifiable objectives. Monitoring that part of the operation identifies whether the objectives are valid, understood, and whether the employee is capable of performing the tasks.

Outline

**A. Implement measurement systems that accurately track results.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of agency performance requirements.	<b>E</b>		
Knowledge of basic wildland fire program requirements.	<b>E</b>		
Knowledge of fire operations/prescribed fire tools and equipment.	<b>E</b>		
Knowledge of reporting requirements and procedures.	<b>E</b>		
Ability to implement the common monitoring techniques of feedback and personal observation used in evaluating a project's progress.	<b>J</b>		

**B. Evaluate results against program objectives.**

<b>Competencies</b>	<b>Expertise Level</b>	<b>Evaluator</b>	<b>How Obtained</b>
Knowledge of evaluative processes and procedures.	<b>J</b>		
Ability to analyze organizational performance relative to given objectives.	<b>E</b>		
Ability to recognize how objectives establishing the direction efforts are to be focused and the criteria for measuring success.	<b>E</b>		